

DDS&T-015-88  
6 January 1988

MEMORANDUM FOR: Director of Development and Engineering  
Director of Technical Service  
Director of SIGINT Operations  
Director of Research and Development  
Director, Foreign Broadcast Information Service  
Director, National Photographic Interpretation Center  
Director of Special Projects

25X1 FROM:

[redacted]  
Director of Management and Planning, DS&T

SUBJECT: Agency Awards Program Overview

25X1 1. Action: Please review the attached point paper and convey your written comments to [redacted] or me by COB 14 January.

2. Background: As a result of the feedback from Agency employees, the Human Resources Modernization and Compensation Task Force has begun to design a new awards system. They have put together the attached "point paper" to ensure that everyone on the task force is starting from the same place and has a common understanding of the issues related to enhancing the awards system.

25X1 3. Office Review: As the DS&T representative on the Task Force, [redacted]  
25X1 [redacted] has asked that people from the DS&T offices review the point paper and react to it. The people who served on your committee to review the original task force report are probably more knowledgeable on the subject than others in your office. I suggest, therefore, that you have them take a look at the paper and record their questions, comments, etc. There is no need to be elaborate or formal, but we would like written, rather than oral, comments.

25X1 5. Special Issue: You will note that there is a proposal to enlarge the pool of money available for awards. [redacted] is especially interested in any ideas you may have on how that money should be distributed/controlled. His concern, naturally, is how you reward excellence--which is, in theory, not predictable and is probably uneven across organizational lines--with a fixed amount of money which must be distributed in some equitable way. If you can come up with something other than distribution based on population of Directorate or Office, let us know.

25X1 6. Questions: If you have any questions, please call [redacted]  
25X1 [redacted] mailing address is OTS/ATG, 229 South Building.  
25X1 Mine is 6E56, Headquarters.

Attachment:  
As Stated

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## AGENCY AWARDS PROGRAM OVERVIEW

### PURPOSE:

The awards program is being redesigned to:

- o Establish an award program that will address the needs of different Agency elements under a unified concept.
- o Provide additional means to motivate and reward strong performance other than by promotion.
- o Ease administrative burden on managers by making awards easier to recommend.
- o The Office of Personnel Management recommends that agencies allocate approximately 1% of payroll costs of employees covered by this awards authority for sustained superior performance awards (Sustained Superior Performance awards) and an additional amount based on past experience and projected awards program goals and objective, for other recognition of all employees (i.e. honor and merit awards, Exceptional Accomplishment awards, Suggestion awards, and Quality Step Increases). This does not include amounts allocated for merit pay (PMRS) or SES bonuses.
- o Provide a program which will encourage better links between strong performance and compensation.

### CURRENT SYSTEM:

- o Several different award programs or award types in the Agency depending on salary schedule or basis for award.
- o Decentralized awards process with some centralized aspects, including certain Committee action.
- o Inadequate funding for cash awards.

### PROPOSED:

- o One cash award with built-in variations to accommodate the various categories of Agency employees.
- o Streamlined procedures and increased automation.
- o Increased funding.
- o Greater delegation of authority with concurrent decentralization.
- o Meritorious Unit bonus concept.

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## DELEGATION OF AUTHORITY

### ISSUE:

- o Amount to be delegated to Deputy Directors and Office Heads.

### CURRENT SYSTEM:

\$ 1 - 1,000  
1,001 - 2,000  
2,001 - 5,000  
5,000 - 25,000  
25,000 - 35,000

QSI

Office Directors  
Deputy Directors  
Director of Personnel as Chairman, SAAC  
Executive Director  
President

Deputy Directors

### PROPOSED:

To eliminate extra level of review, to allow managers to manage their own funds and to reduce the time required for approval, additional delegations of authority are proposed as follows:

#### Lump Sum:

To - \$ 5,000 or  
To - 8,000 or  
To - 10,000

Deputy Directors with redelegation to Office Directors of varying amounts.

\$ 5,001 - 25,000 or  
8,001 - 25,000 or  
10,001 - 25,000

Executive Director (without SAAC review)

#### QSI;

one step  
two steps

Office Director  
Deputy Director

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## PROCESS

## ISSUE:

0 How to streamline the process so there will be fewer people in the chain, less steps required for review and approval, and less time from preparation to presentation.

## CURRENT SYSTEM:

- o Considerable paperwork and review requirement through various channels.
- o SAAC review on monthly basis for awards over \$2000.
- o Outdated, inefficient computer program and data base.

## PROPOSED:

The new system should eliminate the requirement for SAAC review and reduce the number of steps and time period involved from original recommendation to presentation. Presently the average award for over \$2000 takes over 100 days. This could be reduced to less than one or two days for the approval process depending on internal directorate requirements. With the new automated processing system, the administrative time for printing the certificate and payment of the award can be reduced to less than 10 days. Also, the new system will provide accurate, responsive automated data base for awards program.

- o New automated system should:

- eliminate much paperwork

- provide instant status check on award recommendations by components and administrators

- provide instant check on budget status and other statistics by components, directorates, and administrators

- electronically link component award origination with approving officials, funds obligation and disbursement, and central OP data base.